

## EVALUATION OF EMPLOYEE PERFORMANCE IN THE SECRETARIAT FIELD OF THE DEPARTMENT OF COMMUNITY AND VILLAGE EMPOWERMENT OF PASURUAN REGENCY

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### Abstract

Performance evaluation is an assessment of the work results or achievements attained by an organization, team, or individual. Conducting performance evaluations can help identify areas for improvement. The Secretariat of the Community and Village Empowerment Office in Pasuruan Regency has a low professionalism index, which is due to issues within the performance dimensions of the ASN (State Civil Apparatus). These dimensions include the assessment of Employee Performance Targets (SKP) and the work behavior of ASN employees, as well as identifying programs that have not been implemented. This study aims to evaluate employee performance using Robbins' theory of dimensions and performance indicators, which include: Quality, Quantity, Responsibility, Cooperation, and Initiative. It also seeks to identify the supporting and inhibiting factors of employee performance in the Secretariat of the Community and Village Empowerment Office of Pasuruan Regency. The study uses a descriptive qualitative approach with data collection techniques through observation, interviews, and documentation. The research results show that employee performance is still not optimal when viewed from Robbins' theory in (Mangkunegara, 2015). Supporting factors include the majority of employees being competent and the continuous updating of the application system. However, inhibiting factors include an insufficient number of human resources, poor communication between policymakers and employees, and the absence of technical training (BIMTEK) for updated or new applications.

**Keywords:** ASN Professionalism Index, Employee Performance, Evaluation

### A. INTRODUCTION

State civil apparatus with competencies matching their positions and expertise in carrying out their duties is crucial in today's modern workforce. By upholding their potential and capabilities, along with the values of honesty and professionalism in serving the state and prioritizing public service, the state civil apparatus is seen as a key actor in performance, meaning they are instrumental in achieving the goals of the organization. They also play a significant role in realizing the functions and objectives necessary for advancing government organizations. To achieve these goals, it is essential to provide the best direction and contributions to the organization.

Evaluation becomes a vital need for the operation of government administration. Through evaluation, an organization can understand the progress of the performance produced over a specific period. Performance evaluation can serve as a benchmark for the success of a predetermined task, so it is essential to have assessment standards that align with planned guidelines (Simanjuntak, 2005). Performance, according to Rivai & Basri (2005) in (Sinambela, 2021), is the work results achieved by an individual or group within an

organization in line with the responsibilities given to them over a certain period, aimed at achieving organizational goals consistent with moral and ethical standards. Good employee performance is one characteristic of an employee contributing positively to an organization. Good performance is also influenced by the level of professionalism that government officials possess in performing their duties.

Professionalism is a parameter of the capability of the apparatus working well and a pillar that positions the bureaucracy as an effective engine for the government. Good professionalism will also have a positive impact on the organization. Recognizing the importance of professionalism within the state civil apparatus, the ASN Professionalism Index is measured to determine the alignment between ASN employee competencies and the qualifications required to perform job duties. The measurement of the ASN Professionalism Index is based on BKN Regulation 2019 concerning Guidelines for Measuring the Professionalism Index of State Civil Apparatuses through four dimensions: Qualification, Competence, Performance, and Discipline (Directorate of State Personnel, 2019).

According to data from the BKPSDM (Personnel and Human Resources Development Agency), the ASN Professionalism Index within the Pasuruan Regency Government is still categorized as low, with a score of 56%. This also includes the low professionalism index in the Secretariat of the Community and Village Empowerment Office of Pasuruan Regency. From observations made during a three-month internship in the Secretariat of the Community and Village Empowerment Office of Pasuruan Regency, several factors contribute to the low ASN Professionalism Index, including the performance dimensions of ASN, which involve professionalism index measurement by evaluating the results of SKP (Employee Performance Targets) and ASN work behavior, as well as the implementation of an unsuccessful program. This program was the digitalization of office archives.

Employee performance can be evaluated using performance dimensions, which are sets of particular indicators. Indicators are variables that can be used to evaluate the state or measure changes over time. These dimensions, as outlined by Robbins in (Mangkunegara, 2015), consist of five dimensions: quality, quantity, responsibility, cooperation, and initiative. Employee performance within an organization is also influenced by supporting and inhibiting factors, which affect the employees' work results. Based on the issues presented, this study aims to further explore the Evaluation of Employee Performance in the Secretariat of the Community and Village Empowerment Office of Pasuruan Regency to understand the performance of employees in the Secretariat and identify the supporting and inhibiting factors affecting employee performance in the Secretariat.

Previous research references include, titled Employee Performance Evaluation at the Health Office of Barito Kuala Regency. This research used a quantitative descriptive method. The results showed that employee performance evaluation at the Barito Kuala Regency Health Office received a score of 62.19%, which is considered good, based on the performance evaluation indicators from the 2017 Law No. 46, including Loyalty; Work Performance; Responsibility; Compliance; Honesty; Cooperation; Initiative; and Leadership.

Furthermore, research by Putra, (2021) aimed to understand the performance of the Regional Personnel Agency in Developing the Competence of State Civil Apparatuses in Jambi Province, identify factors hindering performance in developing competence, and examine efforts made by the Regional Personnel Agency to improve performance in the Regional Personnel Agency of Jambi Province. The study used a descriptive qualitative method with an inductive approach. The results indicated that the performance of the Regional Personnel Agency in developing the Competence of State Civil Apparatuses in Jambi Province was relatively good but still lacked visible success.

Subsequently, prior research included (FAJRIA, 2022), titled Analysis of the Performance of State Civil Apparatus (ASN) at the Islamic Sharia Office in Aceh. This research used a qualitative descriptive method. The results indicated that the performance of State Civil Apparatuses in carrying out their main duties and functions was considered good, based on their ability to complete tasks according to their capabilities and the time allotted, with the existence of Job Analysis (ANJAB) and Workload Analysis (ABK).

The difference between the current study and previous research lies in the theory used. The current study uses Robbins' dimensions and performance indicators in (Mangkunegara, 2015), which suggest that performance dimensions are necessary for optimal employee performance: quantity, quality, cooperation, responsibility, and initiative. Additionally, the research locus differs, as the current study focuses on the Secretariat of the Community and Village Empowerment Office of Pasuruan Regency to evaluate employee performance in the Secretariat. Based on the issues mentioned, the study aims to evaluate employee performance and determine the supporting and inhibiting factors affecting employee performance in the Secretariat of the Community and Village Empowerment Office of Pasuruan Regency.

## B. LITERATURE REVIEW

Performance evaluation can serve as a benchmark for the success of a predetermined task. Therefore, it is essential to have assessment standards that align with the planned guidelines. Robbins, as cited in (Mangkunegara, 2015), states that performance can be evaluated or measured over time based on changes using a set of dimensions, which consist of several indicators. In Indonesia, performance evaluations have been widely implemented in both public and private sectors to enhance accountability and efficiency (Silfiah, Hambali, & Nisak, 2022). The success of an evaluation depends on how well organizations align their assessment methods with strategic goals (Jayadi & Al Muqsith, 2022).

1. **Quality:** Refers to the degree of excellence of the work performed. High-quality performance often results from employees' adherence to established standards and continuous improvement efforts. Indonesian organizations emphasize quality in performance evaluations to maintain service excellence and efficiency (Moriasi, Gitau, Pai, & Daggupati, 2015). Ensuring high-quality work is also linked to organizational competitiveness, particularly in service industries where customer satisfaction is a key metric (Giunipero & Brewer, 1993).
2. **Quantity:** Denotes the amount of work produced within a given timeframe. Achieving optimal quantity requires effective time management and resource utilization. Evaluations that incorporate quantity metrics allow organizations to monitor workforce productivity and identify inefficiencies (Pal & Sarkar, 2020). However, focusing solely on quantity may lead to burnout, as excessive workloads negatively impact employees' mental health (Singh & Dadhich, 2021). In Indonesia, balancing workload and time efficiency has been recognized as a key driver of employee satisfaction and retention (Silfiah dkk., 2022)
3. **Responsibility:** Involves the extent to which employees fulfill their duties reliably and can be depended upon to meet organizational expectations. Employees who demonstrate responsibility contribute positively to workplace stability and operational success (Mashinchi & Mashinchi, 2016). Organizations that foster a culture of accountability often experience higher levels of employee commitment and trust (Boeckxstaens, Smedt, Maeseneer, Annemans, & Willems, 2011). Public institutions in Indonesia have integrated responsibility-based evaluations to improve transparency and service delivery (Sumarno, Setiawan, Aisjah, & Sunaryo, 2021).

4. **Cooperation:** Pertains to the ability of employees to work harmoniously with others, contributing to team objectives and fostering a collaborative work environment. Effective cooperation enhances organizational cohesion and productivity, particularly in industries that rely on teamwork (Somarathna, Mathusha, & Mallawarachchi, 2020). In Indonesia, fostering collaboration is essential for achieving national development goals, especially in government institutions (Wahidah, 2022). Companies that promote teamwork in performance assessments experience improved efficiency and reduced conflicts (Fayez, 2019)
5. **Initiative:** Relates to the willingness of employees to take proactive steps and introduce new ideas or methods. Employees who exhibit initiative often drive innovation and continuous improvement within the organization. Organizations that recognize and reward initiative experience higher levels of engagement and motivation among their workforce (Cedergren, Lindberg, & Palmberg, 2010). In Indonesia, businesses have started incorporating initiative-based assessments to encourage creativity and long-term innovation (Silfiah dkk., 2022).

Incorporating these dimensions into performance evaluations ensures a comprehensive assessment of an employee's contributions, aligning individual performance with organizational goals. Companies that integrate structured evaluation frameworks can better adapt to market changes and enhance competitiveness (Korir, 2022). Furthermore, performance assessments help organizations measure the impact of training programs, ensuring continuous professional development (Jayadi & Al Muqsith, 2022).

### C. RESEARCH METHODOLOGY

This study employs a descriptive qualitative method, considering several factors. First, it involves formulating questions that simplify problem-solving. Second, it establishes a direct relationship between the researcher and respondents, which will be utilized in this method. Third, this approach is more responsive and flexible to various changes in the variables and observed patterns (Moleong, 2009). The informants in this study include the Secretary of the Department of Community Empowerment and Villages, the Treasurer of the Department, the Head of General Affairs and Staffing, the Sub-Section of Program, the Sub-Section of Finance, and the Goods Treasurer as key informants, with additional informants being selected as needed.

The research is focused on evaluating the performance of employees in the Secretariat of the Department of Community Empowerment and Villages of Pasuruan Regency, with an emphasis on assessing employee performance and identifying factors that support and hinder their performance.

Data collection techniques in this study follow the methods described by Raco (2010), including observation conducted in the Secretariat of the Department, in-depth interviews with employees of the Secretariat, and documentation review, which includes collecting documents such as Employee Performance Targets (SKP), Accountability Reports (SPJ), documentation of training and socialization activities, and records from the E-Kinerja and My-ASN applications.

Data analysis is performed qualitatively using an interactive model. The stages of data analysis include data collection, identifying and evaluating the variables, condensing the data to clarify, categorize, concentrate, eliminate, and organize it. Data presentation is carried out in written form, using words, images, graphics, and tables in a descriptive manner. Conclusions are drawn after all data related to the research problem is obtained and then connected with relevant theories.

The initial stage of data collection involves transcribing interviews, followed by organizing and arranging the data so that it can be presented descriptively. Finally, conclusions are drawn that align with the type and problems of this study (Saldana et al., 2014).

#### D. RESULTS AND DISCUSSION

Based on the findings from field research, the researcher will examine the performance of employees in the Secretariat of the Department of Community Empowerment and Villages in Pasuruan Regency. In general, employee performance is influenced by the level of professionalism possessed by each employee. In the Secretariat of the Department of Community Empowerment and Villages in Pasuruan Regency, employee performance has reached a satisfactory level. However, the professionalism index of civil servants (ASN) remains low. This low professionalism index is influenced by the performance of the employees themselves in carrying out their duties as ASN.

In this study, the researcher will evaluate the performance of employees in the Secretariat of the Department of Community Empowerment and Villages in Pasuruan Regency using Robbin's theory in (Mangkunegara, 2015), which outlines five performance dimensions and indicators as follows:

##### Quality Dimension

When evaluating employee performance within an organization, it is essential to measure it through various dimensions. One of the dimensions that can be used to assess how well an employee performs their job is the quality dimension. This dimension can be measured through three indicators: neatness, accuracy, and work results.

For employees in the Secretariat of the Department of Community Empowerment and Villages in Pasuruan Regency, the neatness indicator is still inadequate. Document storage is unorganized, taking up space in the employees' work areas, making it difficult for them to find the needed documents or data, and often leading to the loss of important information. This lack of neatness also affects the employees' comfort while working.

Regarding the accuracy indicator, employees have prioritized precision. Before submitting their work to their superiors and before uploading it to the E-Kinerja application, employees always ensure that their work meets the required standards. If an error occurs in their work, the employee must promptly revise it. The E-Kinerja application also features an automatic review function that highlights errors in employees' work.

Additionally, to assess the quality of employee performance, the work results indicator must also be considered. The Secretariat of the Department of Community Empowerment and Villages in Pasuruan Regency has met the predetermined performance targets. The researcher will present a table detailing the performance achievements of the employees in the Secretariat of the Department of Community Empowerment and Villages in Pasuruan Regency as follows:

**Table 1.** Achievement of Performance Indicators for the Department of Community Empowerment and Villages in Pasuruan Regency for the Year 2023

<i>Objective/Target</i>	<i>Employee Indicator</i>	<i>Target</i>	<i>Realization</i>
Increasing the SAKIP (Government Agency Performance Accountability System) Value of Regional Devices	SAKIP Value	83,00	84,00

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**Source:** Secretariat Division of the Department of Community Empowerment and Villages,  
Pasuruan Regency

From the table above, it can be seen that the objective or target of the Secretariat of the Department of Community Empowerment and Village of Pasuruan Regency for 2023 is to increase the SAKIP value with the performance indicator being the SAKIP score. The realized result achieved a score of 84.00 with a target of 83.00. This indicates that the performance achievement for 2023 has exceeded the expected target. However, from the researcher's observations, it is noted that there are still some change projects that have not been realized. These change projects are related to the reorganization of office archives, which are part of the change projects resulting from the PIM IV training for Civil Servants, which requires them to create a change project. Based on interviews with Mr. Sofyan, the Head of General Affairs and Personnel, it was mentioned that the change projects could not be realized due to budget constraints. Consequently, these change projects have been included in the 2024 Work Plan (RENJA) for 2025 and will start to be realized in that year.

From the quality dimension, as obtained from observations and interviews, it can be concluded that the quality of performance produced by the Secretariat of the Department of Community Empowerment and Village of Pasuruan Regency is still not meeting the performance quality criteria. This is because, in terms of tidiness, it is still inadequate, and there are still programs that have not been implemented.

### **Quantity Dimension**

The second dimension is quantity. Work quantity can be used to determine how long it takes in a day, including the speed at which tasks assigned to each employee are completed, and to assess whether the performance of employees is adequate. This dimension can be measured using two indicators: speed and capability.

In the Secretariat of the Department of Community Empowerment and Village of Pasuruan Regency, the speed indicator reveals that there are still employees who exceed the specified time limits to complete their work. This is due to the substantial workload and insufficient number of employees in the Secretariat. Nevertheless, employees in the Secretariat have made every effort to complete their work on time. Additionally, the quantity of work is also assessed based on capability, where some employees in the Secretariat still lack proficiency in their tasks. For example, civil servants handling asset recording are not yet proficient in using the application for asset recording, so the task is performed by non-ASN employees who are skilled in this area. However, most employees in the Secretariat are capable of completing tasks using technology systems.

Based on the findings, it can be concluded that the quantity of work in the Secretariat of the Department of Community Empowerment and Village of Pasuruan Regency still does not meet the quantity work criteria. This is evidenced by employees exceeding the time limits due to high workload and insufficient human resources.

### **Responsibility Dimension**

The third dimension is responsibility, which refers to the awareness and obligation to complete tasks as assigned. Without awareness in performing tasks, employees may struggle to meet set targets. This dimension can be measured with two indicators: work results and decision-making.

In the Secretariat of the Department of Community Empowerment and Village of Pasuruan Regency, responsibility in terms of work results shows that employees have been accountable for their work. This is evidenced by the E-Kinerja application, where all activities require employees to create SPJ (Accountability Report) and LPJ (Financial Report), which are uploaded to the E-Kinerja application as physical evidence. This

application supports the SKP (Employee Work Targets) results, which assess the quality of work and serve as a basis for promotions. However, employees have not yet demonstrated responsibility in uploading SKP results to the My-ASN application. Each civil servant has access to this application, which affects the low professionalism index of ASN in terms of performance measured by SKP results and employee behavior. Additionally, responsibility can be seen through decision-making indicators, where employees are expected to make decisions in their work as a form of responsibility. Employees in the Secretariat have been able to make decisions when needed, as shown by their actions to correct mistakes.

Based on the findings, it can be concluded that the responsibility dimension in the Secretariat of the Department of Community Empowerment and Village of Pasuruan Regency does not yet meet the criteria. This is due to employees not uploading SKP results to My-ASN, which impacts the professionalism index.

### **Cooperation Dimension**

The fourth dimension is cooperation, which involves working together among employees to complete tasks. Effective cooperation between employees is essential for achieving organizational goals. This dimension can be evaluated through two indicators: the quality of cooperation and teamwork.

In the Secretariat of the Department of Community Empowerment and Village of Pasuruan Regency, cooperation has been considered quite good. This can be seen through the first indicator, which is collaboration, where employees have established cooperation both among themselves and with other departments. This is evidenced by employees, whether from the Secretariat or other departments, collaborating to provide the necessary data to complete tasks. Additionally, employees frequently hold meetings and coordinate with one another and with other departments to facilitate work or programs being implemented. The cooperation dimension is also evaluated based on teamwork, where employees in the Secretariat have shown good teamwork in supporting their work to achieve the organization's goals. This is demonstrated by the socialization event between the Secretariat and other departments titled "Socialization on Conflict of Interest of the Department of Community Empowerment and Village of Pasuruan Regency," aimed at ensuring that civil servants and other staff do not prioritize personal interests. This socialization helps smooth the work processes within the Department.

Based on the findings, it can be concluded that the cooperation dimension in the Secretariat of the Department of Community Empowerment and Village of Pasuruan Regency meets the criteria, as seen through the two indicators: collaboration and teamwork. From these indicators, it is clear that employees in the Secretariat have demonstrated good cooperation.

### **Initiative Dimension**

The fifth dimension is initiative, which refers to the ability of an employee to complete tasks quickly without waiting for instructions from superiors, thereby showing responsibility in their work. Based on observations and interviews in the Secretariat of the Department of Community Empowerment and Village of Pasuruan Regency, employees have shown good initiative in their work. This is evidenced by interviews with Ms. Tika, the Head of the Program Subdivision, who mentioned that every employee takes the initiative to complete their tasks on time, starting with easier tasks before moving on to more difficult ones. Additionally, when problems arise, employees are proactive in solving them. If a problem falls outside their main duties, they must refer to applicable laws and consider the situation on the ground before taking initiative. Furthermore, when employees have initiatives for organizational activities or programs, they always coordinate with their superiors first.

Based on the research findings, it can be concluded that the initiative dimension in the Secretariat of the Department of Community Empowerment and Village of Pasuruan Regency meets the criteria, as seen through the indicator of employees' ability to address issues without waiting for instructions from superiors. Employees have demonstrated their capability to resolve problems by referring to applicable laws and considering the field situation before taking initiative.

### **Supporting and Hindering Factors for Employee Performance in the Secretariat**

To achieve good performance, several supporting factors are involved. The first supporting factor is that the majority of employees are competent, as seen by their efforts to continuously learn and adapt to new applications through self-study. Employees recognize the importance of mastering technology to support job success. The second supporting factor is the continuously updated application systems from the central government, which support more effective and efficient work processes.

However, employee performance is also affected by several hindering factors. The first hindering factor is the inadequate number of human resources. Given the large number of tasks in the Secretariat, more human resources are needed to ensure that no employee performs work beyond what is assigned. The second hindering factor is poor communication between policymakers and employees. There are still issues with communication, such as new formats for task completion not being communicated in detail to employees by policymakers.

## **E. CONCLUSION**

Based on the research conducted through observation, interviews, and documentation regarding the performance evaluation of employees in the Secretariat of the Department of Community Empowerment and Village of Pasuruan Regency, and using Robbin's theory as outlined in Mangkunegara (2015) on dimensions and performance indicators, the following conclusions can be drawn: 1). Employee performance is still considered imperfect, as the quality dimension reveals that employees have not maintained neatness in document storage, making it difficult to find data, and there are still programs that have not been implemented due to budget constraints. 2). The quantity dimension shows inadequate performance, as some employees exceed the time limits set for completing their tasks. 3). In terms of responsibility, employee performance is lacking. Employees have not yet realized the importance of uploading their work results to the My-ASN application, which affects the professional index value and contributes to its low score. 4). In the cooperation dimension, employees show good performance by collaborating with sub-units to assist each other, such as holding small meetings and conducting socializations to facilitate the achievement of organizational goals. 5). Regarding initiative, employees demonstrate the ability to complete tasks without waiting for instructions from superiors. They prioritize easier tasks to save time and resolve issues based on applicable regulations.

Supporting factors for employee performance in the Secretariat of the Department of Community Empowerment and Village of Pasuruan Regency include: 1). The majority of employees are competent. 2). The application systems are continuously updated by the central government.

Hindering factors include: 1). Inadequate human resources. 2). Poor communication between policymakers and employees. 3). A lack of technical training or specific workshops (BIMTEK).

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